



Government
of South Australia

SA Health

SA Health Strategic Plan 2017 to 2020



This new strategic plan projects a vision for SA Health from 2017 to 2020 and sets priorities and a framework for planning and decision making across SA Health.



Introduction

This new plan is designed by, and is for, all the people who make up the whole SA Health workforce: to inform, support and inspire their valuable contributions to the health and well-being of South Australians. We thank everyone who has contributed to its development.

SA Health encompasses all Local Health Networks, the SA Ambulance Service and the Department for Health and Ageing. SA Health is a diverse organisation with a wide range of responsibilities and provides a variety of services across regional and metropolitan worksites.

SA Health serves all South Australians and recognises the diversity of the South Australian community, including Aboriginal people and people from culturally and linguistically diverse backgrounds. The knowledge, skills and dedication of SA Health staff benefit all South Australians, both individually and collectively.

In developing this new plan, the significant achievements of SA Health staff in recent years must be acknowledged. In recent years, SA Health staff have helped to deliver a considerable reform agenda aimed at improving the quality, timeliness and responsiveness of health services to all South Australians. SA Health staff across the system have worked in partnership to plan and implement the transition to the new Royal Adelaide Hospital. These significant measures have occurred alongside SA Health's wider ongoing responsibilities in policy, health protection and promotion, education and research, and service planning and delivery, to support the health and well-being of all South Australians.

This plan affirms the context for a contemporary and sustainable health and well-being system, and signals changes to strengthen our culture and our partnerships and to support our workforce.

SA Health has an important role as part of a larger health and well-being sector. Our partners in the non-government, education, research, private and Commonwealth sectors are vital in achieving this plan's vision. SA Health works closely as part of the Government of South Australia to improve the social determinants of health and well-being.

This plan will provide the opportunity for each and every SA Health worker to participate in achieving our vision.

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Our Vision

South Australians are healthy, enjoy a great quality of life and experience a safe, contemporary and sustainable health care system.

Our Vision

Our people and our partners are actively engaged in improving the health and well-being of all South Australians.

Consumers and communities are at the centre of our decisions and inform the design and provision of health and well-being services.

SA Health performs three roles in the health system:





Values

We recognise that *how* we do our work drives the safety and quality of our services

If we act consistently with the SA Health values, our culture will enable delivery of a contemporary and sustainable health and well-being system and support the achievement of our vision for healthy South Australians to enjoy a great quality of life.

We use the South Australian Public Sector values as a foundation of how we describe and discuss the productive behaviours that we demonstrate ourselves and expect from our colleagues.

Care and kindness are the values that underpin how we treat each other, working together to provide services.

Care and kindness are paramount to everything we do with our consumers, their families, carers, our community, our work colleagues and service partners.

The South Australian Public Sector values articulate our commitment to each other, consumers and the community:



This plan was designed through consultation with our staff, consumers and SA Health's partners. Clear and compelling themes for action were evident in a wide range of different voices.

Strategic Themes

Lead

We act as one 'SA Health' and are accountable for SA Health-wide priorities and our direct areas of responsibility.

Leaders have an important role in growing a learning culture that is essential for a contemporary and sustainable health and well-being system. Leaders can influence the development of a learning culture through how they manage and support the workforce.

Leaders play an important role in demonstrating and instigating conversations with teams about how values and behaviours come to life across our diverse workforce.

Partner

Our partners are diverse and by working closely with them and supporting them, our partners will be vital to our success.

Continued investment in our internal communications and relationship building will support how we link with others across the health and well-being sector.

Exploring new ways to connect with the South Australian community and consumers will be important in informing policy development, service design and delivery.

Deliver

SA Health delivers safe and high quality services directly to consumers and the community as part of a contemporary and sustainable health care system. We will be an exemplary health service provider by consistently improving our services and delivering to high standards.

We will review and improve safety and quality performance, and introduce new evidence informed service models to meet emerging health issues.

Clinical reform and policy development will continue to focus on improvement in practices, introducing new evidence informed service models, recognising the social determinants of health and their impact to the daily lives of South Australians.

The following pages detail the priorities that sit within these themes in further detail.





Lead

SA Health enables, protects, guides and supports the health and well-being of all South Australians

Governance and stewardship

- > We act as one 'SA Health', each making our own contribution to achieve the vision of contemporary and sustainable health care and well-being for all South Australians
- > We are accountable for the delivery of SA Health-wide strategies and priorities as well as being responsible for the performance and outcomes at the local level
- > SA Health's role in the health and well-being system for our State is understood by stakeholders and partners
- > Contributions and responsibilities of each area across SA Health are clear
- > Leaders across SA Health appropriately share information and knowledge about SA Health strategies, both in the workplace and in the community.

Leadership

- > Leaders understand their responsibility for safe and high quality services and business performance – resolving to care for each individual and be mindful of the needs of the South Australian community
- > Leaders provide a key role in supporting others as leaders and understand that in SA Health, leadership includes taking the lead and contributing to decisions while also supporting the delivery of SA Health's strategies and objectives
- > Inclusive leaders listen to consumers, families, carers, the community and co-workers, and willingly share knowledge and information with colleagues
- > SA Health will ensure that there are clearly defined pathways to enable current and future leaders to gain the experience and skills necessary for them to succeed.

Accountability and transparency

- > Leaders balance the accountability for individual care and for the provision of health and well-being to the whole South Australian community
- > Reliable and clear information is provided to the community and stakeholders about our performance
- > Decisions are informed by evidence and information from both our State and other health systems both nationally and overseas
- > We engage effectively with consumers and the community to involve them in decisions
- > We lead the required clinical and business reform to ensure our State's health system is sustainable into the future.

A learning health and well-being system

- > Leaders create a learning culture that focuses on improvements, not blame; and role model behaviours that demonstrate the values to lead a positive performance focused culture, and hold themselves and others to account for behaviours and performance
- > Leaders seek out evidence and supporting information to make decisions, and they support innovation and champion ideas
- > Knowledge and service delivery improvements are embraced and implemented into practice across SA Health.

Caring and productive culture

- > SA Health leaders have a responsibility in establishing and leading a positive and productive culture
- > Our people have a shared understanding of the real impacts of behaviour on the quality and cost of our health services; both productive behaviours that improve outcomes and counter-productive behaviours that diminish outcomes
- > We have regular conversations about how our behaviour (individually and collectively) impacts on safety, quality and performance
- > Each team and its people have a clear understanding of the behaviours required to live the values and hold each other to account for those agreed behaviours; individuals provide feedback to their colleagues to support their contribution to our culture
- > Care and kindness are the values that underpin how we treat each other, working together to provide services
- > We use the South Australian Public Sector values as a foundation of how we describe and discuss the productive behaviour we will demonstrate ourselves and expect from our colleagues
- > We will support and inspire our workforce to deliver consistent and reliable care in partnership with those they serve
- > We will implement and measure a structured approach to improving the well-being of our workforce.



Partner

SA Health collaborates with a diverse range of partners so that all South Australians benefit from a full range of health and well-being services

Involvement consumers and communities

- > Across SA Health, we will engage with consumers, families, carers and the community effectively, utilising the existing networks and building new ones
- > SA Health understands the importance of early consumer and community engagement and is committed to a consistent and genuine approach working with them
- > We work with consumers at all stages of policy, planning and service design and delivery
- > A model for co-design will be established to drive this approach across SA Health
- > We will strengthen our participation with Aboriginal communities in the design of policy and services that are delivered to Aboriginal people
- > We will enable a stronger voice to vulnerable, cultural and linguistically diverse groups in decisions that impact them.

Proactive engagement and listening

- > Promotion of an understanding of the views of consumers, families, carers and communities across SA Health will enable a better understanding of their expectations
- > We will build stronger connections and understanding with primary health providers, both direct and through the Primary Health Networks and their networks
- > SA Health will learn more about our partners in a structured way, so that we can understand their priorities and business drivers
- > Bridging the gaps in understanding the roles of each of the sectors and professions across SA Health will build stronger collaboration and cooperation.

Strengthen partnership within SA Health

- > SA Health is a large and diverse organisation, so we will invest effort to work across and through internal barriers to improve our performance – internal partnerships are expected and valued
- > To increase transparency and collaboration, systematic internal consultation is important – there is a consistent understanding of what consultation means and how it will work
- > SA Health deliberately and systematically reaches out to its internal partners, in particular our people – the workforce that achieves our outcomes
- > SA Health engages with and consults meaningfully with our staff.

One 'SA Health' approach to strengthening relationships with our partners

- > SA Health's own strategies, policies and service planning are aligned by and also seek to influence the National agenda of health priorities and reforms
- > SA Health continually strives to find ways of working more effectively with partners
- > SA Health recognises our partners and has a clear understanding of their needs
- > As one 'SA Health', we will work together to understand the priorities of our partners and will seek to have a coordinated approach to how SA Health seeks to work with them
- > We support our partners' contributions to our community's health and well-being by helping them
- > There is a coordinated approach and coherent strategy for engagement and working with our partners – internal and external; we recognise that they view us as one organisation
- > We think in terms of the whole of our State and community, and work collaboratively with other arms of government to achieve our vision.



Deliver

SA Health directly provides evidence informed, high quality services across our communities from beginning to end of life

Consumers and communities are at the centre of SA Health service design and delivery

- > Consumers, families, carers and the community enjoy a consistent health care and well-being experience across SA Health and its practitioners, which will underpin a safe and quality experience
- > Application of evidence in practice occurs as a standard, with consistent practice across SA Health
- > We enable consumers, families, carers and the community to be actively involved in their own health and well-being
- > Knowledge and service delivery improvements are embraced and implemented into practice across SA Health.

Safe and reliable care

- > Continue a process and dialogue for clinical reform to focus on improvement practices through reduced outpatient waiting times, unplanned re-admission rates and clinically unnecessary or avoidable hospitalisations
- > Review and improve safety and quality performance, and introduce new evidence informed service models to meet emerging health issues
- > Collaborate with others, recognising the social determinants of health, and that where you are born, raised and live influences your chances of being healthy later in life
- > Work closely with the primary health sector in adopting whole of population strategies, based on a clear understanding of the community's current and future health needs.

Integration of services

- > We have a shared understanding and definition of the continuum of care and provide our services across that continuum consistent with the expectations and needs of consumers and community
- > An integrated approach to services is driven by methodical collaboration of disciplines and professionals, working together to achieve the best outcome
- > Positive results and improvements in practice will be shared across SA Health
- > Data and information is gathered and shared across SA Health, with research and education partners, and the Commonwealth.

Innovation, translation and continuous improvement

- > Innovation, research and continuous improvement is encouraged, valued and regularly used to improve services in the community, hospitals and across the business of SA Health
- > We will be known for our ability to systematically translate research into practice across many disciplines of SA Health
- > Innovation will be championed through engaging our clinicians in the use of data, evidence, research and collaborative enterprise
- > To increase value, a systematic means of translating learning and innovation into practice will ensure learning and improvements are leveraged across SA Health and the State.

Research, education and training

- > We will commit to building a learning health and well-being system, where innovation and continuous improvement is prioritised and achievement is shared and replicated across all parts of our health system
- > Teaching, training and learning are priorities that are embedded in our work practices and we continue to strengthen our partnerships with the wider education sector.

Equity and access

- > We consistently provide safe and culturally appropriate care
- > Our services seek to address barriers to access and equity to provide health and well-being to all South Australians
- > Health protection education and promotion strategies support reducing inequity and inequality in health and well-being.

Use of evidence and information

- > Evidence and information underpins clinical service design
- > There are performance measures defined for all of SA Health along with each organisation and its leaders to have line of sight to their contribution to SA Health performance outcomes
- > Evidence and information required to inform decision making is presented in a meaningful way – it is packaged fit for purpose.

Safety, quality and risk

- > We continue to focus on safety and quality in all that we do
- > Clinical and business risk are connected to strategy, and both inform decision making
- > Actions to address safety and quality issues identified are guided by evidence and led by clinicians.



Strategic Objectives

From 2017 to 2020 SA Health will fulfil its roles of Lead, Partner and Deliver through the following strategic objectives:

- 1. Reshape governance structures to deliver our objectives and foster internal collaboration**
Our governance groups and the framework that connects them will change to ensure the optimal stewardship and accountability to implement strategies and achieve our vision.
- 2. Use evidence to inform clinical planning and policy to deliver safe and reliable care**
Information and metrics will be optimised in content and design so that leaders (clinical and non-clinical) have the best information available to inform their decisions.
- 3. Create strategic and business plans to implement the SA Health strategic plan**
Plans will be progressively aligned to the SA Health strategic plan. Early actions will include a workforce plan to map the future SA Health workforce, a clinical service plan, and Local Health Network and SA Ambulance strategic response plans.
- 4. Cultivate a learning culture that is supportive and productive across SA Health**
Training in our workplaces is fundamental to contemporary and sustainable services. SA Health has an important role in the broader health workforce development, including as a teaching provider. Our learning culture will be supported by initiatives to increase awareness of each individual's contribution, behaviour and how our culture enables consistently high quality work.
- 5. Increase the roles of consumers and communities in policy, design, planning, delivery and practice**
SA Health will continue to increase its engagement with consumers and communities. Early actions will create new approaches and leverage State Government and other resources to embrace the involvement of South Australians.
- 6. Strengthen partnerships through a coordinated approach to relationship management**
A partnerships strategy and accompanying resources will drive more consistent and coordinated partnering and build closer working relationships with our wide range of partners.
- 7. Facilitate wider translation of research into practice and transfer of innovation across our business**
SA Health promotes and enables dissemination of knowledge and experience across the health care system. This will be augmented by initiatives to support innovation and continuous improvement in all areas of our business.





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For more information

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www.sahealth.sa.gov.au/strategicplan

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www.ausgoal.gov.au/creative-commons

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